CEDS Journal of Entrepreneurship and Innovation Research
Vol. 5 No. 1, June, 2026

INFORMATION COMMUNICATION TECHNOLOGIES (ICT) POLICIES AND E-GOVERNANCE SERVICE DELIVERY IN NIGERIA

[1] Abubakar Rufai Rahim *, [2] Nuhu Abdullahi Liman, & [3] Yahaya Abdullahi Adadu
***Corresponding authors' email**: rufysanctuary@gmail.com

[1-3] Department of Political Science, Nasarawa State University Keffi – Nigeria

ABSTRACT

Governments increasingly deploy Information and Communication Technology (ICT) policies to modernise public administration, strengthen transparency and deepen citizen trust; however, Nigeria continues to experience a gap between digital-policy ambition and citizens' actual e-service experiences. This study examined how ICT policy implementation influences transparency in e-government service delivery and user trust in government digital platforms in Nigeria, with empirical focus on e-service users in the Federal Capital Territory (FCT), Abuja. The study was justified by persistent problems of platform instability, weak complaint resolution, digital gatekeeping, infrastructure deficits and corruption in partially digitised public services. A mixed-methods design was adopted. Quantitative data were generated through a structured questionnaire administered to a target sample of 400 respondents drawn from an accessible population of 1,620,000 active e-service users, while 375 valid questionnaires were analysed. The qualitative interview component used a semi-structured interview with a senior Galaxy Backbone official and was retained in its original form. Quantitative data were analysed using descriptive statistics, Pearson correlation and simple linear regression. Findings showed that ICT policy implementation had no statistically significant effect on transparency in e-government service delivery ($r = 0.058$, $p = 0.363$, $R^2 = 0.003$), suggesting that digital platforms alone do not eliminate corruption or manual intervention points. However, ICT policy implementation had a statistically significant positive effect on user trust ($r = 0.243$, $p < 0.001$, $R^2 = 0.059$). The study concludes that ICT policy implementation strengthens trust modestly but requires stronger enforcement, reliable infrastructure and end-to-end automation to produce measurable transparency outcomes.

Keywords*:* ICT Policy, E-Government, E-Service Delivery, Transparency, Accountability, User Trust; Digital Governance; Nigeria
JEL Classification Code:

1.0 Introduction

The global transition toward digital governance has transformed the architecture of public administration. Governments increasingly deploy Information and Communication Technology (ICT) as an instrument for reforming bureaucratic systems, improving transparency, enhancing accountability and strengthening citizen trust. In developing countries, ICT reforms are often positioned as anti-corruption tools capable of reducing discretion, eliminating middlemen and creating traceable audit trails. Digital platforms, when effectively implemented, are expected to reduce opportunities for rent-seeking and increase administrative visibility. Transparency and trust are therefore not peripheral outcomes of ICT policy; they are central governance objectives.

In Nigeria, successive administrations have enacted landmark ICT governance frameworks from the National Information Technology Policy of 2001, through the National e-

Government Strategies of 2006, to the National Digital Economy Policy and Strategy (NDEPS) 2020-2030. These frameworks explicitly prioritise transparency, reduced corruption and citizen confidence in digital public services. Platforms such as the Treasury Single Account (TSA), the Integrated Personnel and Payroll Information System (IPPIS), National Identification Number (NIN) registration, Corporate Affairs Commission (CAC) online registration, Federal Inland Revenue Service (FIRS) e-tax platforms and passport renewal services are examples of public-sector digitisation initiatives that illustrate the government's commitment to digital transformation.

Notwithstanding these reforms, Nigeria's digital-governance performance remains constrained by infrastructure and institutional weaknesses. Nigeria ranked 140th among 193 countries in the 2022 United Nations E-Government Survey, highlighting the gap between policy ambition and governance outcomes. Broadband penetration also remained below the National Broadband Plan target of 70%, with approximately 48.15% penetration by April 2025. In the survey, 45.7% of respondents identified network and internet issues as the biggest obstacle to government e-services, while 23.7% identified corruption and middlemen as major barriers. These figures show that the problem is not merely the existence of ICT policies but the quality of their implementation and their translation into citizen-facing outcomes.

The theoretical imperative for this focus is significant. Transparency is a foundational governance value that e-government theoretically advances by creating digital audit trails, reducing human discretion and opening government operations to public scrutiny (Wijaya, Kartikawati, & Pramono, 2024). Trust is both a precondition and an outcome of effective digital governance: citizens must trust platforms sufficiently to use them, and satisfactory use reinforces broader institutional trust (Welch, Hinnant, & Moon, 2016; AbdulKareem & Oladimeji, 2024). Yet in developing-country contexts characterised by the design-reality gap, these governance relationships cannot be assumed; they must be empirically tested.

The aim of this paper is therefore to examine the extent to which ICT policy implementation influences transparency and accountability in e-government service delivery and user trust in government digital platforms in Nigeria, drawing on the survey evidence and the interview component generated for the study.

1.1 Statement of the Problem

Nigeria's e-governance landscape is characterised by a persistent paradox: government has enacted comprehensive digital policy frameworks that explicitly prioritise transparency, accountability and citizen trust, yet citizens continue to experience unstable platforms, weak feedback channels, poor interoperability, infrastructure constraints and continued reliance on informal intermediaries. The problem is therefore not a total absence of policy, but the gap between policy formulation and measurable service-delivery outcomes.

The quantum of the problem is visible in both national indicators and citizen-level evidence. Despite the National Broadband Plan's 70% penetration target, broadband penetration stood at approximately 48.15% by April 2025, indicating a substantial infrastructure gap. In the survey, network and internet issues were reported by 45.7% of respondents as the major obstacle to using government e-services, while corruption and middlemen were reported by 23.7%. Infrastructure problems were also cited by 19.2%, staff-capacity limitations by 13.9%, policy-enforcement weakness by 12.7%, trust/security concerns by 7.3% and digital-literacy gaps by 6.1%. These statistics justify the problem empirically before the identification of the research gap.

The persistence of corruption within digital environments is particularly important. Digital platforms are expected to reduce bribery and discretionary contact, yet citizens continue to report that some nominally digital processes retain manual intervention points. This creates digital gatekeeping, where access to digital services may still be mediated by officials or informal agents. Thus, digitisation may relocate corruption from the physical counter to the digital workflow unless process automation, enforcement and complaint-resolution systems are strengthened.

Existing Nigerian studies have examined e-government adoption barriers, infrastructure challenges and efficiency dimensions (Akpan, Dung, & Ibegbulam, 2020; Agbabiaka & Adebusuyi, 2024; Nwokoroeze, Onwuekwem, & Chukwu, 2025). However, few studies have systematically tested whether citizens perceive ICT policy implementation as producing greater transparency, reduced bribery, improved complaint resolution and stronger trust in government digital platforms. This gap is important because policy diagnosis determines policy response: if weak outcomes are caused by poor policy implementation, the remedy differs from situations where the problem lies in infrastructure, corruption, institutional culture or platform design.

Consequently, this seminar paper addresses the empirical and policy gap by examining the influence of ICT policy implementation on transparency/accountability and user trust in Nigeria's e-government service delivery.

1.2 Research Questions

This study is guided by the following research questions:

i) How does ICT policy implementation influence transparency and accountability in e-government service delivery in Nigeria?
ii) What is the relationship between ICT policy implementation and user trust in government digital platforms in Nigeria?

1.3 Objectives of the Study

In line with the broader objective of examining the governance implications of ICT policy implementation in Nigeria, this seminar paper specifically seeks:

i) To examine the effect of ICT policy implementation on transparency and accountability in e-government service delivery in Nigeria.
ii) To assess the influence of ICT policy implementation on user trust and confidence in government digital platforms in Nigeria.

1.4 Statement of the Hypotheses

H_{01}: ICT policy implementation has no significant effect on transparency and accountability in e-government service delivery in Nigeria.

H_{02}: ICT policy implementation has no significant effect on user trust in government digital platforms in Nigeria.

2.0 Literature Review

2.1 Conceptual Framework

The conceptual framework of this study links ICT policy implementation to two major governance outcomes: transparency/accountability and user trust. ICT policy

implementation is treated as the independent variable because it represents the translation of policy content into operational action through infrastructure deployment, institutional coordination, regulatory enforcement, cybersecurity safeguards, digital literacy promotion and monitoring systems. Previous studies show that implementation quality, rather than policy existence alone, determines whether e-government reforms produce meaningful outcomes (Heeks, 2020; Khan & Hussain, 2024).

ICT policy implementation is operationalised across four dimensions. First, policy content and clarity refer to the extent to which policy documents specify goals, timelines, benchmarks and monitoring arrangements. Second, institutional capacity refers to the ability of MDAs to execute digital reforms through competent staff, adequate funding, inter-agency coordination and oversight. Dibie and Quadri (2019) argue that weak institutional capacity has historically constrained ICT policy outcomes in Nigeria. Third, infrastructure readiness refers to broadband networks, power supply, data centres, cybersecurity systems and platform reliability. Afieroho et al. (2023) and Omotayo, Kehinde and Alaba (2025) identify infrastructure readiness as a precondition for effective e-governance. Fourth, policy awareness and citizen reach refer to the extent to which citizens know, understand and can use ICT-enabled public services.

Transparency and accountability in e-government service delivery constitute the first dependent construct. Transparency refers to openness, process visibility and access to information that enables citizens to monitor government activities and service decisions. Accountability refers to feedback, complaint resolution, responsibility assignment and enforceable consequences when services fail. Wijaya, Kartikawati and Pramono (2024) found that e-government platforms improve transparency only where implementation is integrated with accountability mechanisms and institutional enforcement.

User trust in government digital platforms constitutes the second dependent construct. Trust is multidimensional, involving cognitive trust in system reliability and security, affective trust arising from positive user experience, and institutional trust in the government agencies behind the platforms (Welch, Hinnant, & Moon, 2016). AbdulKareem and Oladimeji (2024) further show that digital literacy and perceived reliability mediate citizens' trust in e-government systems. Therefore, the conceptual expectation is that strong ICT policy implementation should improve trust, but the strength of this relationship may be moderated by infrastructure quality, cybersecurity confidence, previous platform experiences and broader institutional trust.

2.2 Empirical Review/Review of Previous Studies

Nigeria's journey toward digital transformation has evolved through several policy frameworks. The National Information Technology Policy (2001) represented the first comprehensive ICT framework but suffered from implementation gaps, inadequate funding and weak inter-agency coordination. Studies such as Okonji and Olayemi (2020), Ajayi (2021), Ibrahim and Mohammed (2022) and Adelowo et al. (2019) show that the policy stimulated some private-sector investment but failed to produce widespread citizen-facing e-service adoption because implementation mechanisms remained weak.

The National Digital Economy Policy and Strategy (NDEPS) 2020-2030 represents a more mature attempt to align ICT development with digital governance, innovation, cybersecurity, digital literacy and indigenous technology development. Okunola and Abdulraheem (2023) describe NDEPS as evidence of policy learning, while Nweke et al. (2023) highlight its stronger performance-monitoring architecture. However, Hassan and Abdullahi (2022) and

Olanrewaju and Oyedeji (2022) note that cybersecurity-capacity shortages, funding gaps and uneven digital literacy continue to limit its operational effectiveness.

Studies on ICT policy implementation, transparency and accountability present mixed evidence. Akpan, Dung and Ibegbulam (2020) report that automation through GIFMIS and TSA strengthened financial accountability, but these gains are strongest in back-office financial systems rather than citizen-facing platforms. Inakefe, Bassey and Amadi (2024) show that digital-governance reforms improve transparency only where institutional capacity and political commitment are strong. Comparative evidence from Estonia demonstrates that transparency gains are more robust where interoperability, citizen data rights and audit trails are embedded into platform architecture. Rwanda's experience also shows that digital-policy frameworks may fail to improve accountability when sector-specific mandates and monitoring systems are weak.

Studies on ICT policy implementation and user trust similarly show that trust is not created by technology alone. Abdulkareem and Ramli (2021b) found that information quality, service quality and system performance influence trust among Nigerian e-government users. AbdulKareem and Oladimeji (2024) identify digital literacy as a mediator of trust formation, while Okunola and Rowley (2019) show that security concerns and usability disparities affect trust in Nigeria's Immigration Service platform. Eze, Okeke and Obi (2024) further indicate that slow portals, connectivity problems and privacy concerns push citizens back toward physical service channels.

The reviewed literature establishes that ICT policies can improve transparency and trust, but it also reveals three unresolved gaps. First, many Nigerian studies focus on adoption barriers and efficiency without testing transparency and trust as measurable outcomes of policy implementation. Second, existing studies often examine platform quality rather than ICT policy implementation as the key independent variable. Third, there is limited primary survey evidence connecting citizens' perceptions of policy implementation to transparency/accountability and trust outcomes in Nigeria's specific institutional context. This study fills the gap by using updated primary evidence from 375 respondents and qualitative institutional insight to test whether policy implementation translates into citizen-perceived transparency and trust.

2.3 Theoretical Framework

New Public Management (NPM) Theory

New Public Management (NPM) theory, which emerged in the 1980s, advocates applying private-sector principles such as efficiency, performance measurement, accountability and citizen-centredness to public administration (Hood, 1991; Dunleavy & Hood, 2022). NPM provides the primary theoretical rationale for expecting ICT policy implementation to improve transparency and accountability because e-government introduces digital audit mechanisms, performance metrics and citizen-facing accountability tools.

Three NPM pillars are directly relevant to this study. First, market-oriented reforms in ICT policy should drive efficiency and transparency by creating incentives for service-quality disclosure and citizen-feedback responsiveness. Second, decentralisation and autonomy through e-government systems should empower MDAs to innovate accountability mechanisms such as digital complaint portals, real-time processing dashboards and open-data publication. Third, performance measurement within ICT policies should include citizen trust and accountability indicators alongside efficiency measures.

However, NPM's application in Nigeria's e-governance context faces structural constraints. Infrastructural deficiencies, digital-literacy gaps, resistance to administrative change and institutional corruption persistently limit the effectiveness of ICT-driven accountability reforms (Igbinedion & Nwogwugwu, 2021). Therefore, this study uses NPM critically: it accepts the theory's expectation that ICT policy should improve performance and trust, but also recognises that infrastructure, enforcement and institutional culture determine whether the expected outcomes are actually realised.

3.0 Methodology

This study adopted a mixed-methods design combining a structured survey and a semi-structured interview. Quantitative data were collected through a structured five-point Likert-scale questionnaire covering demographics, e-service usage, ICT policy implementation, transparency/accountability and user trust. The questionnaire was administered to government e-service users in the Federal Capital Territory (FCT), Abuja, across selected service points such as NIMC enrolment centres, CAC registration hubs, FIRS service centres and FRSC licensing offices.

The accessible population for the quantitative component was determined as 1,620,000 active e-service users. Using Yamane's (1967) formula, $n = N/[1 + N(e)^2]$, with a 5% margin of error, a sample size of approximately 400 respondents was obtained. In practice, 375 questionnaires were returned and found valid for analysis, representing a 93.75% response rate. The sample was selected using systematic random sampling across public service centres in the six Area Councils of the FCT. Accordingly, this seminar paper reports 375 valid responses for the survey analysis.

Qualitative data were obtained through the original semi-structured interview with a senior policy and research staff of Galaxy Backbone, the federal agency co-responsible for ICT policy implementation. This interview component is retained in its original form in line with the research history of the seminar paper. The interview was audio-recorded, transcribed verbatim and analysed thematically following Braun and Clarke's (2006) six-step framework.

Quantitative data were analysed using SPSS version 26.0. Descriptive statistics were used to summarise e-service usage and respondent experiences. Pearson correlation and simple linear regression were used to test the hypotheses at the 0.05 significance level, while effect sizes were interpreted with reference to Cohen's (1988) conventions.

4.0 Data Analysis and Interpretation of Results

A total of 400 questionnaires were targeted, while 375 valid responses were analysed. For hypothesis testing, cases were further filtered to respondents with direct e-service experience and complete responses on the relevant constructs, producing N = 375 for the transparency and user-trust models.

Table 1.0: Selected E-Service Platform Usage Among Respondents

E-Service Platform	Percentage of Total Sample
NIN Registration	40.0%
BuyPower/Utility Payment	35.5%
CAC Registration	18.4%
FRSC Driver's Licence	15.5%
Passport Renewal	13.1%
Tax Payment/FIRS	11.4%
Electronic Health Records	9.8%
Remita Payment Platform	9.0%

Source: Field Survey, 2025. Note: Multiple responses were allowed; percentages do not sum to 100%.

Table 1.1: Major Obstacles to Using Government E-Services

Obstacle	Percentage
Network/Internet Issues	45.7%
Corruption/Middlemen	23.7%
Infrastructure Problems	19.2%
Staff Capacity Limitations	13.9%
Policy Enforcement Weakness	12.7%
Trust/Security Concerns	7.3%
Digital Literacy Gap	6.1%

Source: Field Survey, 2025. Note: Multiple responses were allowed.

The usage pattern shows that NIN registration and utility-payment platforms are the most widely used services, while CAC, FRSC, passport and FIRS platforms show moderate usage. The obstacle data provide direct statistical justification for the study problem: network/internet issues and corruption/middlemen remain dominant barriers despite the existence of digital policies.

Descriptive Statistics

Table 1.2: Descriptive Statistics for Hypothesis Variables (N = 375)

Variable	N	Mean	Std. Deviation	Minimum	Maximum
ICT Policy Implementation	375	3.71	0.86	1.33	5.00
Transparency	375	3.57	1.17	1.00	5.00
User Trust	375	3.42	0.66	1.00	5.00

Source: SPSS Output, 2025.

The mean score for ICT Policy Implementation is 3.71, indicating moderate-to-good perception of policy implementation. Transparency has a mean of 3.57 but a high standard deviation of 1.17, indicating sharply divided experiences. User Trust has a mean of 3.42, suggesting cautious but moderate trust in government digital platforms.

Testing Hypothesis One: ICT Policy Implementation and Transparency

Table 1.3: Pearson Correlation Between ICT Policy Implementation and Transparency

	ICT Policy Implementation	Transparency
ICT Policy Implementation	1	0.058
Transparency	0.058	1

Source: SPSS Output, 2025. Correlation is not significant at the 0.05 level (2-tailed).

Table 1.4: Model Summary - ICT Policy Implementation Predicting Transparency

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.058[a]	0.003	-0.001	1.170

Source: SPSS Output, 2025. [a]Predictors: (Constant), ICT Policy Implementation.

Table 1.5: Regression Coefficients - Transparency

Model	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
Constant	3.278	0.329		9.955	.000
ICT Policy Implementation	0.079	0.086	0.058	0.912	.363

Dependent Variable: Transparency. Source: SPSS Output, 2025.

The correlation coefficient between ICT policy implementation and transparency is r = 0.058, with p = 0.363. This indicates a negligible and statistically non-significant relationship. The regression model also has negligible explanatory power (R^2 = 0.003), meaning that less than one percent of the variance in perceived transparency is explained by ICT policy implementation. The null hypothesis is therefore retained: ICT policy implementation has no statistically significant effect on transparency in e-government service delivery in Nigeria.

Testing Hypothesis Two: ICT Policy Implementation and User Trust

Table 1.6: Pearson Correlation Between ICT Policy Implementation and User Trust

	ICT Policy Implementation	User Trust
ICT Policy Implementation	1	0.243**
User Trust	0.243**	1

Source: SPSS Output, 2025. **Correlation is significant at the 0.01 level (2-tailed).

Table 1.7: Model Summary - ICT Policy Implementation Predicting User Trust

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.243[a]	0.059	0.055	0.638

Source: SPSS Output, 2025. [a]Predictors: (Constant), ICT Policy Implementation.

Table 1.8: Regression Coefficients - User Trust

Model	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
Constant	2.731	0.180		15.203	.000
ICT Policy Implementation	0.185	0.047	0.243	3.922	.000

Dependent Variable: User Trust. Source: SPSS Output, 2025.

The correlation coefficient between ICT policy implementation and user trust is r = 0.243 and is statistically significant at $p < 0.01$. The regression coefficient is also significant (B = 0.185, t = 3.922, $p < 0.001$), while R^2 = 0.059 shows that ICT policy implementation explains 5.9% of the variance in user trust. The null hypothesis is rejected: ICT policy implementation has a statistically significant positive effect on user trust in government digital platforms in Nigeria, although the magnitude of the effect is modest.

4.1 Thematic Analysis of Interview Data

Theme 1: Centralized Digital Infrastructure as a Foundation for Transparency

Government has created several infrastructures and systems to ensure transparency in e-governance. These platforms and systems include Standardized data storage, Unified communication systems, Inter-agency interoperability, Traceable digital workflows. They are aimed at reducing discretionary opacity because digital records are auditable and time stamped. Thus, ICT policy implementation appears to influence transparency structurally through infrastructural standardization rather than direct policy declaration. These systems ensure digital traceability replaces informal administrative discretion

Theme 2: Digital Workflows and Paperless Governance as Accountability Mechanisms

To ensure accountability in governance through e-governance systems. The systems include Enterprise Content Management Systems, Secure government email, E-signatures, Digital document workflow. These mechanisms enhance answerability (who did what, when), a core dimension of accountability. However, the responses imply infrastructure provision rather than direct enforcement of accountability standards. This suggests ICT policy implementation enables accountability conditions but does not automatically guarantee behavioral compliance.

Theme 3: Infrastructure Reliability as an Enabler of Governance Efficiency

The respondent stressed twenty-four Hours/seven days a week monitoring system. Infrastructure reliability strengthens administrative responsiveness, which indirectly reinforces public-sector accountability by reducing service failure excuses.

Theme 4: ICT Policy Implementation and User Trust

The respondent stressed that the systems emphasize intrusion detection systems, to detect unauthorized entry into the platforms and also security infrastructure to prevent the entry from the first place. These features function as institutional trust signals. User trust in government digital platforms is mediated through perceived: Data protection; System security; Government control over national data. Trust, therefore, emerges not merely from service efficiency but from perceived institutional integrity.

Theme 5: Infrastructure Inclusiveness and Perceived Fairness

Trust increases when citizens perceive fair access; regional inclusion; government commitment to bridging digital divides. However, challenges such as rural connectivity gaps and power instability weaken consistent trust formation. Strategies used to ensure inclusivity include nationwide fiber expansion; satellite connectivity; public-private partnerships and digital literacy training.

Theme 6: Structural Implementation Gaps and Trust Vulnerability

The critical gap in the policy implementation includes funding constraints, geographic barriers, low ICT literacy, power instability and technology resistance. These barriers reveal an implementation gap between ICT policy ambition and operational realities. While policy frameworks may be robust, trust and accountability outcomes are conditional on infrastructure penetration, human capacity and Institutional adoption culture. Thus, ICT policy implementation influences transparency and trust indirectly and unevenly.

4.2 Discussion of Findings

The first finding shows that ICT policy implementation does not significantly predict transparency in e-government service delivery. The updated quantitative evidence ($r = 0.058$, $p = 0.363$, $R^2 = 0.003$) confirms that citizens' perception of transparency is not primarily determined by how well they perceive ICT policies to have been implemented. This finding does not mean that ICT policies are irrelevant; rather, it reveals that transparency requires more than policy rollout and platform availability. It requires enforceable accountability mechanisms, reliable complaint channels, clear audit trails, reduced manual intervention and institutional integrity.

This finding aligns with Uwizeyimana's (2022) conclusion that ICT reforms may fail to improve accountability where monitoring mechanisms are weak. It also supports Inakefe, Bassey and Amadi's (2024) argument that digital governance improves transparency only where institutional capacity and political commitment are strong. However, it differs from the more optimistic findings of Akpan, Dung and Ibegbulam (2020), who reported stronger accountability gains from systems such as GIFMIS and TSA. The difference may be explained by the fact that financial back-office systems are more easily controlled and audited than citizen-facing services, where users still encounter middlemen, network failure and manual intervention points.

The second finding shows that ICT policy implementation has a statistically significant positive effect on user trust in government digital platforms ($r = 0.243$, $p < 0.01$, $R^2 = 0.059$). This means that citizens who perceive stronger ICT policy implementation are more likely to express trust in government digital systems. However, the relationship is modest, indicating that most of the variation in trust is explained by other factors such as data-security experience, platform reliability, prior encounters with government officials and broader institutional trust.

This finding is consistent with AbdulKareem and Ramli (2021b), who found that system quality and information quality influence Nigerian e-government trust. It also supports AbdulKareem and Oladimeji (2024), who emphasise digital literacy and trust-building as important for e-government adoption. At the same time, the modest effect size confirms the caution in Eze, Okeke and Obi (2024) that slow portals, connectivity problems and privacy concerns continue to weaken trust, even when citizens acknowledge the importance of digital government.

Taken together, the findings suggest an important governance sequence. ICT policy implementation can build cautious citizen trust because it signals government commitment to digital transformation. However, trust will not mature into transparency unless citizens repeatedly experience stable platforms, secure data handling, fast complaint resolution and reduced opportunities for informal payments. In other words, trust is policy-sensitive, but transparency is enforcement-sensitive.

5.0 Conclusion

This study examined the influence of ICT policy implementation on transparency/accountability and user trust in government digital platforms in Nigeria. Using updated quantitative evidence from 375 valid survey responses and retaining the original interview component, the study found that ICT policy implementation does not have a statistically significant effect on transparency in e-government service delivery, but it has a statistically significant positive effect on user trust.

The central conclusion is that ICT policies are necessary but insufficient for achieving the full promise of digital governance. Policy frameworks and digital platforms may improve citizens' perception of government effort and build modest trust, but transparency requires deeper institutional reforms. Without reliable infrastructure, end-to-end automation, strong cybersecurity, effective complaint resolution and anti-corruption enforcement, digitisation may simply reproduce existing bureaucratic weaknesses in digital form.

5.1 Recommendations

- Government should adopt an infrastructure-first implementation strategy by expanding reliable broadband, improving platform uptime, strengthening data-centre capacity and ensuring backup power for critical e-service points. Network and internet problems were the most frequently reported barrier to e-service use.
- MDAs should implement mandatory end-to-end process automation for priority services such as NIN, passport renewal, tax filing, CAC registration and driver's licence processing. Reducing manual intervention points will limit digital gatekeeping and middlemen.
- Government should establish real-time complaint-resolution and tracking systems on all major e-service platforms. Citizens should receive digital receipts, complaint numbers, response timelines and escalation options.
- Cybersecurity and data-protection safeguards should be visibly strengthened and communicated to citizens. Trust will grow when users can see evidence of secure platforms, data privacy protection and transparent handling of personal information.
- A coordinated digital-literacy and public-awareness campaign should be implemented across the FCT and other states, focusing especially on semi-urban and less digitally confident citizens. Awareness should explain available e-services, procedures, fees, timelines and complaint channels.
- Performance monitoring should shift from input-based reporting to outcome-based indicators. MDAs should be assessed on service completion time, platform availability, complaint-resolution rate, user satisfaction, trust, and evidence of reduced bribery or middlemen.

REFERENCE

AbdulKareem, A. K., & Oladimeji, K. A. (2024). Cultivating the digital citizen: Trust, digital literacy and e-government adoption. Transforming Government: People, Process and Policy, 18(2), 270-286.

Abdulkareem, A. K., & Ramli, R. (2021b). Public value and trust in e-government: Evidence from Nigeria. Information Development.

Afieroho, P., et al. (2023). Adopting e-government to monitor public infrastructure. PubMed Central.

Agbabiaka, O., & Adebusuyi, G. (2024). Impact and challenges of e-government implementation in Nigeria. International Journal of Public Policy and Computer Science.

Ajayi, O. (2021). Comparative analysis of ICT policy models in Nigeria, Rwanda, and Kenya. Journal of Information Technology and Development.

Akpan, U., Dung, E., & Ibegbulam, I. (2020). E-government and public financial accountability in Nigeria. Journal of Public Administration and Governance.

Babbie, E. (2020). The practice of social research. Cengage Learning.

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. Qualitative Research in Psychology, 3(2), 77-101.

Cohen, J. (1988). Statistical power analysis for the behavioral sciences (2nd ed.). Lawrence Erlbaum.

Dibie, R., & Quadri, M. (2019). Analysis of the Nigerian ICT policy implementation framework. African Journal of Public Administration.

Dunleavy, P., & Hood, C. (2022). From old public administration to new public management. Public Money & Management.

Eze, C., Okeke, M., & Obi, C. (2024). User experience and trust barriers in Nigerian e-government portals. Journal of Digital Governance.

Heeks, R. (2020). Information and communication technology for development. Routledge.

Hood, C. (1991). A public management for all seasons? Public Administration, 69(1), 3-19.

Inakefe, G., Bassey, E., & Amadi, L. (2024). Digital governance and transparency in Cross River State. Nigerian Journal of Public Policy.

Israel, G. D. (1992). Determining sample size. University of Florida Cooperative Extension Service.

Khan, M., & Hussain, S. (2024). Policy implementation and digital governance outcomes. Journal of E-Government Studies.

Nwokoroeze, C., Onwuekwem, J., & Chukwu, O. (2025). E-governance implementation and public service delivery in Nigeria. African Governance Review.

Okonji, P., & Olayemi, T. (2020). Nigeria's National Information Technology Policy and implementation challenges. Journal of Information Policy.

Omotayo, F., Kehinde, A., & Alaba, A. (2025). Digital literacy, internet penetration and public service delivery in Nigeria. Journal of Public Sector Innovation.

Sharmin, S., & Chowdhury, M. (2024). E-government transparency and public-sector accountability. Government Information Quarterly.

Uwizeyimana, D. (2022). ICT policy frameworks and accountability outcomes in Rwanda. African Journal of Public Administration.

Welch, E. W., Hinnant, C. C., & Moon, M. J. (2016). Linking citizen satisfaction with e-government and trust in government. Journal of Public Administration Research and Theory.

Wijaya, A., Kartikawati, D., & Pramono, R. (2024). E-government implementation and transparency outcomes in Asia-Pacific public administration. International Review of Administrative Sciences.

Yamane, T. (1967). Statistics: An introductory analysis (2nd ed.). Harper and Row.